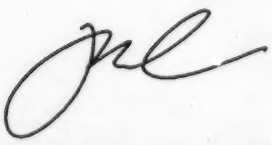
Economic Development

ACCOUNTABILITY STATEMENT

This Business Plan for the three years commencing April 1, 2000 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at February 1, 2000 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.



Jon Havelock, *Minister of Economic Development*
February 3, 2000

INTRODUCTION

Over the past five years, Alberta's economy expanded at an annual average rate of 3.8%, the fastest rate of growth in Canada. Increased trade, tourism and investment have driven this growth. During this period, our international trade in goods and services grew, on average, by almost 10% a year. Investments in our manufacturing and service industry increased, on average, by 5% a year. Alberta's tourism revenue has grown from $3.5 billion in 1995 to an estimated $4.2 billion in 1999.

Alberta's reliance on trade, tourism and investment to grow our economy continues to present opportunities and challenges. Trends to globalization and freer markets enhance our trading and tourism opportunities and is increasing the mobility and availability of capital required for investment. Conversely, globalization exposes Alberta to more competition and increases our dependency on the strength of our major trading partners and exchange rate fluctuations. Alberta faces strong competition as a place to conduct business successfully. A coordinated and strategic approach is required across governments and the private sector to capitalize on growth opportunities, meet the competition and build our capacity to buffer the shocks from economic factors outside our control.

Government contributes by maintaining an environment that retains private sector confidence in Alberta as an attractive place to invest and do business. We call this environment the Alberta Advantage. It includes competitive tax and regulatory policies, an abundance of natural resources, a skilled, highly educated and innovative workforce, sound fiscal management, key infrastructure, and an unsurpassed quality of life.

The Alberta Advantage ensures that our business community enjoys a stable business and social environment. This stability allows businesses to capitalize on the opportunities of a rapidly changing, global economy and to contribute to the continued development of Alberta's communities and the well-being of Albertans and their families. The private sector brings an entrepreneurial and competitive spirit to the Alberta Advantage. It identifies opportunities; applies time, money and resources; takes risk and creates jobs. It also helps to identify short and long-term responses required in an ever-changing commercial world.

Focusing on the province's *Prosperity* core business, Alberta Economic Development (AED) encourages the province's business community to find new opportunities to expand business and create jobs by striving to ensure that Alberta is, and is known to be, **the best place in the world to live and do business**. The Department leads government's strategic marketing of Alberta as a credible player on the world economic stage. By doing so we contribute to increasing the trade and investment required to grow our economy and to the development and well-being of all Albertans.

Alberta Economic Development develops, implements and supports targeted strategies within selected sectors and markets to increase exports, enhance competitiveness, and attract visitors, investment and businesses to the province. We also coordinate a strategic economic planning framework with the Alberta Economic Development Authority (AEDA), the private sector and across other departments and governments to identify barriers to economic growth and build effective solutions that enhance the Alberta Advantage. Key to the performance of these businesses is the development and sharing of strategic market, trade, economic intelligence and business information, as well as the ongoing review, benchmarking and promotion of the Alberta Advantage.

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The Ministry of Economic Development works closely with the Alberta Economic Development Authority, the Strategic Tourism Marketing Council, and the Travel Alberta Secretariat.

The Alberta Economic Development Authority, which is comprised of 10 committees with over 80 volunteers from the private sector, acts as a high level policy advisory group to the government concerning key economic development and industry competitiveness issues. This unique relationship with the private sector ensures Economic Development's goals are achieved in partnership with business and industry.

The Strategic Tourism Marketing Council, made up of 14 volunteers from the tourism industry and three members from the provincial government, establishes the strategic tourism marketing plan. The Council is a cooperative effort between government and the private sector to maximize the effectiveness of investments made in increasing tourism within Alberta.

The Travel Alberta Secretariat consists of a small group of marketing professionals that provide assistance to the Council and are responsible for implementing and coordinating the strategic marketing plan.

VISION

Alberta is the best place in the world to live and do business.

MISSION

The Department's mission is to promote **Alberta's continuing prosperity.**

VALUES

Alberta Economic Development builds strong teams, partnerships, and alliances with Alberta businesses and communities in coordinating market development, investment attraction, and tourism. We provide competitive intelligence and business solutions to Alberta businesses. We value service and results orientation, accountability, and creativity in our employees. We respect each employee's skills and expertise, and encourage the sharing of knowledge among all colleagues to increase individual experience, competitive intelligence, and technical capabilities. Our future lies in capturing new ideas and work processes and through the promotion of best practices we help Alberta businesses successfully compete in the global marketplace.

CORE BUSINESSES

We work to achieve our mission across the province by concentrating on the following three core businesses:

Core Business 1: ***Strategic Leadership for Economic Development Policy and Planning***
- Provide strategic leadership for Alberta's economic development.

Core Business 2: ***Market Development and Investment Attraction***
- Promote increased trade of Alberta goods and services, and attract investment to Alberta.

Core Business 3: ***Tourism Marketing and Development***
- Stimulate the growth of Alberta's tourism industry.

Under **Core Business 1**, the Department, with the support of Alberta Economic Development Authority and the Council of Economic Development Ministers, focuses on the key economic performance challenges and opportunities facing the province. These challenges include changing technology, the rapid growth of the internet, a competitive global marketplace and intense competition for investment and jobs. Together, we identify diverse opportunities and strategically map out markets and sectors where Alberta can make the greatest difference.

Under **Core Business 2**, the Department promotes growth in trade of Alberta products and services and investment to Alberta, by focusing on markets and industry sectors with the greatest impact. Although Alberta's goods and services are exported to over 150 markets, our emphasis is directed towards value-added Alberta products. As reflected in the following table, the Department focuses on priority and important markets for both trade and investment.

North America	United States Mexico	
Asia - Pacific	Japan China South Korea Hong Kong	Australia Taiwan
European Union	Germany United Kingdom	France Netherlands
South America		Argentina Brazil Chile Venezuela
Mid East & South Asia		India Iran Saudi Arabia

Group A markets are high priority and are where the bulk of the Department's international marketing resources are focused. Group B represents important markets for Alberta's exports with significant potential for the future.

In keeping with international marketing best practices, the Department will employ several strategies that may be commonly applied across different priority markets and sectors. The Department will provide Alberta businesses with market and competitive intelligence to identify emerging opportunities and enhance market access. The Department will create partnership networks and alliances, showcase Alberta abroad, lead with specific industries and use International Financial Institutions to assist Alberta exporters. Information on fifty markets is also available through Market Profiles posted and regularly updated on the Department's website (www.alberta-canada.com).

The function of industrial development within Alberta is shared among government departments. The Department is responsible for the value-added sectors outlined in the left column and has influence and interest in the sectors outlined in the right column of the following table through the responsibility to provide information on market opportunities in investment and trade.

[illegible]	[illegible]
• Aerospace (including Geomatics) • Architects/Engineers/Contractors • Building Products • Environmental Technologies and Services • Industrial Machinery and Equipment (including oil & gas, agricultural and transportation equipment, metal fabrication) • Medical Devices • Petrochemicals • Plastics and Advanced Material • Secondary Wood • Tourism (marketing, development and services)	• Agricultural Products (including crops, agrifood) • Energy (including minerals) • Information & Communication Technology • Life Sciences & Biotechnology • Primary Wood (including pulp & paper, lumber) • Utilities

Under **Core Business 3**, the Department, in conjunction with the Strategic Tourism Marketing Council and Travel Alberta, focuses on the development and marketing of the tourism industry.

Tourism is a unique industry due to the diverse stakeholder group, and the involvement of all levels of government in tourism. The Department ensures policy issues concerning tourism development are thoroughly addressed.

In conjunction with Travel Alberta and the Strategic Tourism Marketing Council, the Department ensures the marketing needs of the Alberta tourism industry are addressed. The Strategic Tourism Marketing Plan, developed in 1999, provides the framework for marketing of the Alberta tourism product. Tourism marketing will focus on four geographic market regions that reflect consumer interest in Alberta's tourism products. These are:

[illegible]	[illegible]
Americas	• California, Texas, Near U.S. states, and Ontario
Asia Pacific	• Japan, Taiwan, Australia, New Zealand, and Hong Kong
Europe	• U.K., Germany, Austria, Switzerland, Netherlands, Scandinavia, France, and Italy
Alberta/Regional	• Includes both in-province, and border states and provinces

GOALS AND KEY STRATEGIES

The Department works in partnership with the Alberta Economic Development Authority, the Strategic Tourism Marketing Council, business, industry associations, and other provincial departments and governments to achieve the following goals related to its core businesses.

GOAL 1: ALBERTA HAS A VIBRANT AND VERSATILE ECONOMY

OBJECTIVE	KEY STRATEGIES
1. Ensure the most important challenges and opportunities facing the Alberta economy are addressed.	• Lead interdepartmental and intergovernmental collaboration to address Alberta's economic priorities and the interests of stakeholders. • Lead the implementation of a new economic development strategy for Alberta. • Provide support to the Alberta Economic Development Authority and its committees. • Coordinate the work of the Council of Economic Development Ministers. • Assess the drivers of the Alberta Advantage and ensure integrated policies are developed to maintain the Alberta Advantage. • Develop and communicate results of long-term trends for the Alberta economy.

GOAL 2: ALBERTA'S BUSINESSES, COMMUNITIES AND INDUSTRY SECTORS ARE GLOBALLY COMPETITIVE

OBJECTIVE	KEY STRATEGIES
1. Increase participation of Alberta communities in regional economic development.	• Further develop and support regional partnerships to address economic development priorities as identified by communities throughout Alberta. • Enhance AlbertaFirst.com and the Business Attraction Information System to provide more effective key economic indicators on communities and regions to support investment and business decisions. • Deliver programs and services to increase the ability of Alberta communities and regions to adopt "Best Practices" when undertaking their economic development processes and investment attraction strategies.
2. Enhance the knowledge and capabilities of Alberta's manufacturers and service providers to export their goods and services.	• Implement the International Marketing Strategy. • Implement the International Financial Institution Marketing Strategy. • Implement changes to Alberta's international representation. • Support industries' work in improving market opportunities through trade negotiations. • Develop and advocate policies that improve market access. • Provide the right information in the right timeframe to impact investment decisions. • Provide competitive intelligence, market information and knowledge to support companies accessing marketing opportunities. • Promote capabilities, products and services of export-ready Alberta businesses in international markets.

OBJECTIVE	KEY STRATEGIES
3. Increase number of investment leads generated and serviced within target markets.	• Promote Alberta as a location of choice for new and expanding business investment. • Improve local access to capital by promoting investment into diversified sectors and expanding sources of capital investment. • Promote investment into the production of goods that add value to Alberta's resources.
4. Increase the competitiveness of Alberta's industrial manufacturing and service sectors.	• Provide information and services that assist the development of small Alberta businesses through innovative means such as The Business Link, the Calgary Business Information Centre, Connectivity 2000, and participating in a business tax review. • Promote improved effectiveness of moving materials and products domestically and internationally. • Attract and grow Alberta's industrial manufacturing and service capabilities and capacities. • Develop and provide information products and assessment tools to support manufacturing competitiveness. • Attract and grow advanced technology sectors through a cooperative joint venture with the Department of Innovation and Science.

GOAL 3: ALBERTA IS A GLOBALLY COMPETITIVE TOURISM DESTINATION

OBJECTIVE	KEY STRATEGIES
1. Increase Alberta's share of visitors and revenue from targeted international and Canadian markets.	• Partner and deliver marketing programs that are strongly endorsed by the industry through the Strategic Tourism Marketing Council and Travel Alberta. • Deliver valued support services to the tourism industry including visitor information, product and business information, image materials, and tourism research. • Manage and/or develop contracts to deliver tourism services in the areas of national-international and resident marketing, Tourism Destination Regions, Visitor Information and publications, International Tourism representatives. • Assist the development of an Alberta tourism website(s).
2. Facilitate the growth and expansion of marketable tourism product.	• Address tourism issues such as regulation/policy, access to land, infrastructure, and product enhancement that impacts growth, expansion and marketability. • In conjunction with AEDA, formulate a long range tourism development strategy. • Develop a strategy for mountain region tourism development in Alberta, including the national parks. • Develop a tourism business strategy for Provincial Recreation Areas and Parks. • Provide information and expertise to facilitate the development of new and expanded tourism products.

SUPPORT SERVICES

The Ministry's mandate includes responsibility for three distinct but complementary core businesses. Strategies and actions are undertaken to carry out these businesses and are supported by finance, administrative, human resource and information technology services. Some key department initiatives that will be undertaken within the department will fall in these areas and include:

- Enhancing the management of the Department's information and knowledge.
- Implementing innovative and responsive human resource programs and services to ensure the availability of a highly competent workforce in the department.
- Implementing performance measurement and program evaluation strategies for the Department's initiatives/projects.
- Supporting cross government initiatives including shared services, a Corporate Human Resources Development strategy, a new economic development strategy for Alberta (encompasses knowledge and innovation), and the Aboriginal framework.

CORE PERFORMANCE MEASURES

Alberta Economic Development monitors and reports on the following two types of performance indicators. *Outcome* indicators reflect the performance of the Alberta economy. The Department influences these indicators in partnership with other stakeholders. *Output* indicators directly reflect the performance of the Department.

Alberta Economic Development will implement a comprehensive performance measurement framework in the 2000-01 fiscal year to improve performance measures. This framework will require developing performance measurement processes for major projects and programs at their planning stage, monitoring and reporting on their progress, and if appropriate, concluding with a comprehensive evaluation. As an example, we will provide information on the effectiveness of the foreign offices. On an annual basis, an assessment will be carried out to determine the extent to which business plan goals are achieved, and business plan performance measures are appropriate.

GOAL 1: ALBERTA HAS A VIBRANT AND VERSATILE ECONOMY

OUTCOME INDICATORS:

1. **Alberta's Gross Domestic Product** - GDP values are adjusted for inflation at market prices (constant 1992 dollars).

Business Plan	Actual 1997	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
% Growth	8.0%	1.8%	2.8%	4.2%	4.0%	4.0%	4.0%
Real GDP ($ billion)	$97.2	$99.0	$101.8	$106.1	$110.3	$114.7	$119.3

The Department's annual reporting for this indicator will include supplemental information on the structure of Alberta's economy in terms of GDP by industry over a 10-year period. Alberta's GDP will also be compared with other provinces, the national average and, where appropriate, with international jurisdictions.

2. **Employment Growth** - The annual average number of Albertans employed.

Business Plan	Actual 1997	Actual 1998	Actual 1999	Target 2000	Target 2001	Target 2002	Target 2003
% Growth[1]	3.1%	3.9%	2.8%	3.0%	2.5%	2.9%	2.9%
Employment (thousands)	1,457	1,514	1,557	1,604	1,650	1,698	1,747
Net New Jobs (thousands)	44	57	43	47	46	48	49

The Department's annual reporting for this indicator will include supplemental information on employment growth by industry. Alberta's total employment growth will also be compared with other provinces, the national average and, where appropriate, with international jurisdictions.

3. **Manufacturing and Service Exports** - The value of Alberta's international (outside Canada) exports of manufactured goods and services.

Business Plan	Actual 1997	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
% Growth	5.8%	6.0%	11.7%	7.0%	8.0%	8.7%	9.0%
Exports ($ billion)	$13.6	$14.5	$16.2	$17.3	$18.7	$20.3	$22.1

The Department's annual reporting for this indicator will include supplemental information on exports by sector and exports of manufactured goods as a percentage of total exports and GDP. Goods exported as a percentage of GDP will also be compared with other provinces, the national average and, where appropriate, with international jurisdictions.

4. **Manufacturing Shipments** - Total annual value of all manufacturing shipments by Alberta companies to other provinces, countries and within Alberta.

Business Plan	Actual 1997	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
% Growth	11.4%	(4.0%)	6.1%	5.5%	7.0%	7.0%	7.5%
Shipments ($ billion)	$34.3	$32.9	$34.9	$37.0	$39.6	$42.4	$45.6

The Department's annual reporting for this indicator will include supplemental information on Alberta's manufacturing shipments as a percentage of Canada's total shipments. This will also be compared with other provinces, the national average and, where appropriate, with international jurisdictions.

OUTPUT INDICATORS:

1. **Client and stakeholder (AEDA) satisfaction with overall department services.**

Business Plan	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
AEDA satisfaction	100%	100%	100%	100%	100%	100%
Client satisfaction	93%	95%	95%	95%	95%	95%

[1] GDP growth targets should be higher than employment growth to reflect gains in labour productivity.

2. Utilization of department's website and publications.

Business Plan	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
Total page requests on AED website	266,185	293,000	322,000	354,000	390,000	429,000
Number of regularly produced publications distributed by mail	2,534	2,800	3,100	3,400	3,700	4,100
Page requests for publications on AED website	35,841	39,000	43,000	48,000	52,000	58,000

GOAL 2: ALBERTA'S BUSINESSES, COMMUNITIES AND INDUSTRY SECTORS ARE GLOBALLY COMPETITIVE

OUTCOME INDICATORS:

1. **Manufacturing and Service Industry Investment** - The value of new capital expenditures on construction, machinery and equipment in Alberta's manufacturing and service industries.

Business Plan	Actual 1997	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
% Growth	37.6%	25.1%	24.0%	4.0%[2]	4.0%	4.0%	4.0%
Investment ($ billion)	$8.0	$10.0	$12.4	$12.9	$13.4	$13.9	$14.4

The Department's annual reporting for this indicator will include supplemental information on investment by sector.

2. **Agri-food Exports** - The value of out-of-country exports of agriculture and food products.

Business Plan	Actual 1997	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
International Primary Agricultural Exports ($ billions)	$3.5	$2.6	$2.4	$2.6	$2.6	$2.7	$2.7
International Food & Beverage Exports ($ billions)	$1.6	$1.7	$1.5	$1.6	$1.7	$1.7	$1.8
Total International Agri-food Exports ($ billions)	$5.1	$4.3	$3.9	$4.2	$4.3	$4.4	$4.5
% Growth	8.0%	(14.4%)	(11.0%)	8.5%	2.0%	2.9%	2.8%

[2] The significant decline in this investment growth represents the 'winding down' of several multi-billion dollar capital investment projects initiated over the past five years.

3. **Farm Cash Receipts** - Income received by farmers and ranchers from the sale of products, including government payments.

Business Plan	Actual 1997	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
Crop Receipts ($ billions)	$2.8	$2.6	$2.6	$2.6	$2.8	$2.8	$2.9
Livestock Receipts ($ billions)	$3.7	$3.8	$3.8	$3.9	$4.1	$4.2	$4.2
Total Farm Cash Receipts ($ billions)	$6.5	$6.4	$6.4	$6.5	$6.9	$7.0	$7.1
% Growth	(1.3%)	(1.3%)	(0.7%)	2.4%	6.2%	1.1%	1.1%

4. **Net New Business Increases**[3] - The increase in the number of businesses in Alberta.

Business Plan	Actual 1997	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
Net New Business Increase (thousand)[3]	24.7	22.0	23.0	23.7	24.7	25.6	26.8
% Growth	22.1%	(10.9%)	4.6%	3.2%	4.2%	3.7%	4.6%

5. **To be top among, or tied with, competitors on elements[4] of the Alberta Advantage** - Alberta will be benchmarked with other provinces and/or with selected U.S. states on 16 elements of the Alberta Advantage. A competitive assessment framework will be developed to compare each of the elements on competitiveness.

Business Plan	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
Number of elements on which Alberta is top or tied, relative to competing jurisdictions	8 of 16	9 of 16	9 of 16	10 of 16	10 of 16	10 of 16

6. **Number of 'Export ready'[5] and active exporting companies in Alberta.**

Business Plan	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
Number of 'export ready' companies	830	910	1,000	1,100	1,200	1,300
Number of active exporters	1,536	2,300	2,500	2,800	3,100	3,400

[3] 'Net New Business Increase' is an approximate increase in the number of businesses based on the difference between new incorporations and business bankruptcies.

[4] 'Elements' include corporate tax, manufacturing tax, business tax, capital tax, payroll tax, personal tax, small business growth, natural gas rates, electricity rates, industrial lease rates, office operating costs and property taxes, unemployment rates, labour productivity, average weekly manufacturing wages, WCB premiums and provincial debt as a per cent of GDP.

[5] 'Export ready' includes companies who have an export plan and have committed resources to exporting.

OUTPUT INDICATORS:

1. Post-appraisal of AED's outgoing trade shows and missions in terms of number of participants and number of contacts made by participants.

Business Plan	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
Number of companies or organizations participating	230	250	Under development	Under development	Under development	Under development
Number of contacts	1,709	1,900	Under development	Under development	Under development	Under development

The Department's annual reporting for this indicator will include supplemental information on the estimated value of sales/contracts made by participants, as a result of attending trade shows and missions facilitated by AED.

2. Client satisfaction with services provided by foreign offices.

This measure will provide information on the effectiveness of the Department's foreign offices.

GOAL 3: ALBERTA IS A GLOBALLY COMPETITIVE TOURISM DESTINATION

To ensure accountability to the public, there is a need for a performance measurement process for tourism programs. Two levels of performance measures have been identified: industry level (outcome indicators) and marketing program level (output indicators).

We have appropriate performance measures at the industry level, including tourism revenue and Alberta's market share. However, we need to develop performance measures at the marketing program level. In the 2000-01 fiscal year we will implement performance measurement processes for assessment of the impacts of the tourism marketing programs (cause and effect). This will be instrumental in improving tourism marketing programs and will indicate what works and what does not work and/or needs improvements.

OUTCOME INDICATORS:

1. **Tourism Industry Revenue** - The annual value of all tourism industry revenues in Alberta. This includes expenditures made in Alberta by visitors from overseas, the United States, and other Canadian provinces, and by residents of Alberta.

Business Plan	Actual 1997	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
Alberta ($ billions)	$2.0	$2.1	$2.1	$2.3	$2.4	$2.5	$2.7
Other parts of Canada ($ billions)	$0.7	$0.8	$0.8	$0.9	$0.9	$1.0	$1.0
United States ($ billions)	$0.5	$0.6	$0.7	$0.7	$0.7	$0.8	$0.8
Overseas ($ billions)	$0.5	$0.6	$0.6	$0.6	$0.6	$0.7	$0.7
Total ($ billions)	$3.7	$4.1	$4.2	$4.5	$4.6	$5.0	$5.2
% Growth	8.6%	9.5%	3.0%	4.7%	5.5%	6.3%	6.3%

2. **Alberta's market share of Canadian international tourism visitors from Europe, Asia and the United States.**

Business Plan	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
Europe %	13.5%	13.6%	13.7%	13.8%	13.8%	13.8%
Asia %	15.8%	16.0%	16.1%	16.1%	16.2%	16.2%
United States %	6.6%	6.8%	6.8%	6.9%	6.9%	7.0%

3. **Alberta's share of total Canadian tourism revenue.**

Business Plan	Actual 1998	Estimate 1999	Target 2000	Target 2001	Target 2002	Target 2003
Alberta/Canada %	14%	14%	15%	16%	17%	18%

OUTPUT INDICATORS:

1. **Industry awareness and satisfaction with tourism services.** Baseline will be established from the 1999-2000 survey results.

Ministry Income Statement

(thousands of dollars)

	Comparable 1998-99 Actual	Comparable 1999-2000 Budget	Comparable 1999-2000 Forecast	2000-01 Estimates	2001-02 Target	2002-03 Target
REVENUE						
Internal Government Transfers	-	500	500	-	-	-
Transfers from Government of Canada	-	-	-	339	19	29
Other Revenue	1,222	750	750	750	750	750
MINISTRY REVENUE	1,222	1,250	1,250	1,089	769	779
EXPENSE						
Program						
Ministry Support Services	3,966	5,195	4,824	5,112	5,162	5,208
Marketing and Business Development	20,164	29,220	26,990	29,189	29,119	29,411
Tourism	11,095	17,024	17,001	16,935	16,950	16,966
Department Statutory Valuation Adjustments	199	-	-	-	-	-
MINISTRY EXPENSE	35,424	51,439	48,815	51,236	51,231	51,585
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(34,202)	(50,189)	(47,565)	(50,147)	(50,462)	(50,806)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 1998-99 Actual	Comparable 1999-2000 Budget	Comparable 1999-2000 Forecast	2000-01 Estimates	2001-02 Target	2002-03 Target
Ministry Revenue	1,222	1,250	1,250	1,089	769	779
Inter-ministry consolidation adjustments	-	(500)	(500)	-	-	-
Consolidated Revenue	1,222	750	750	1,089	769	779
Ministry Program Expense	35,424	51,439	48,815	51,236	51,231	51,585
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**35,424**	**51,439**	**48,815**	**51,236**	**51,231**	**51,585**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(34,202)	(50,689)	(48,065)	(50,147)	(50,462)	(50,806)